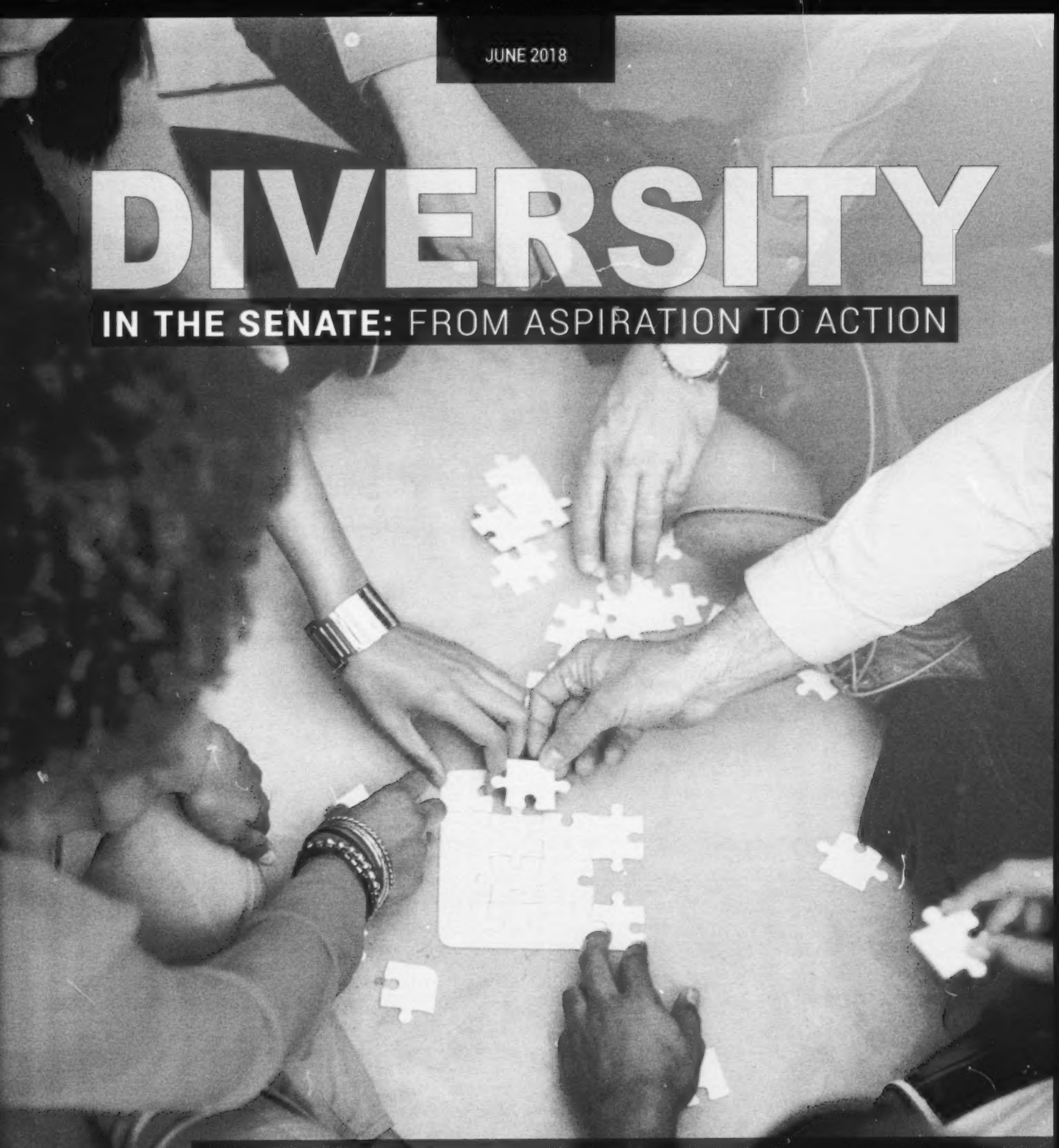
JUNE 2018

DIVERSITY

IN THE SENATE: FROM ASPIRATION TO ACTION



Report of the Subcommittee on Diversity

The Honourable Mobina S.B. Jaffer, *Chair*

The Honourable Elizabeth Marshall, *Deputy Chair*

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THE SUBCOMMITTEE MEMBERSHIP

The Honourable Senator
Mobina S.B. Jaffer
Chair

The Honourable Senator
Elizabeth Marshall
Deputy Chair

The Honourable Senator
Raymonde Saint-Germain

Other Senators who have participated in the study:

The Honourable Senator Ratna Omidvar
The Honourable Senator Scott Tannas

Parliamentary Information and Research Services, Library of Parliament:

Michael Dewing

Clerk of the Subcommittee:

Daniel Charbonneau

ORDER OF REFERENCE

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, December 15, 2016:

The Honourable Senator Jaffer moved:

> That the Subcommittee on Diversity be established.

The question being put on the motion, it was adopted.

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, February 2, 2017:

The Honourable Senator Jaffer moved:

> That the Subcommittee on Diversity be authorized to examine the findings contained in the Fifth Report of the Senate Administration's Advisory Committee on Diversity and Accessibility tabled on December 15, 2016 and issues of diversity in the Senate workforce;
>
> That the membership of the subcommittee be as follows: the Honourable Senators: Jaffer (Chair), Marshall (Deputy Chair), Omidvar and Tannas, three of whom shall constitute a quorum;
>
> That, pursuant to rule 12-9(2), the committee's authority to send for persons, papers and records, whenever required, and to publish from day to day such papers and evidence as may be ordered by it, be conferred on the subcommittee;
>
> That, the committee's power to permit coverage by electronic media of its public meetings be conferred on the subcommittee;
>
> That, pursuant to the Senate guidelines for witness expenses, the authority of the committee to reimburse reasonable travelling and living expenses for witnesses, be conferred on the subcommittee; and
>
> That the subcommittee report to the committee no later than April 30, 2017.

After debate, the question being put on the motion, it was adopted.

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, April 13, 2017:

The Honourable Senator Jaffer moved:

> That, notwithstanding the motion of the committee adopted on Thursday, February 2, 2017, the date for the final report of the Subcommittee on Diversity in relation to its review of the findings contained in the Fifth Report of the Senate Administration's Advisory Committee on Diversity and Accessibility be extended from April 30, 2017 to June 30, 2017.

After debate, the question being put on the motion, it was adopted.

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, June 8, 2017:

The Honourable Senator Marshall moved:

> That, notwithstanding the motion of the committee adopted on Thursday, April 13, 2017, the date for the final report of the Subcommittee on Diversity in relation to its review of the findings contained in the Fifth Report of the Senate Administration's Advisory Committee on Diversity and Accessibility be extended from June 30, 2017 to October 31, 2017.

After debate, the question being put on the motion, it was adopted.

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, November 23, 2017:

> The chair of the Subcommittee on Agenda and Procedure, the Honourable Senator Larry W. Campbell, tabled the fifth report of the subcommittee as follows:
>
> THURSDAY, November 23, 2017
>
> The Subcommittee on Agenda and Procedure of the Standing Committee on Internal Economy, Budgets and Administration has the honour to table its
>
> FIFTH REPORT
>
> Your subcommittee met on October 24, 2017 and October 31, and wishes to report on the following decisions taken.
>
> ...

Extension of Reporting Deadline – Subcommittee on Diversity

That, notwithstanding the motions of the committee adopted on Thursday, April 13, 2017 and Thursday, June 6, 2017, the date for the final report of the Subcommittee on Diversity in relation to its review of the findings contained in the Fifth Report of the Senate Administration's Advisory Committee on Diversity and Accessibility be extended from October 31, 2017 to December 14, 2017.

Respectfully submitted,

Larry W. Campbell
Chair

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, December 14, 2017:

The Honourable Senator Munson moved:

That the mandate of the Subcommittee on Diversity be extended from December 14, 2017 to March 29, 2018.

The question being put on the motion, it was adopted.

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, April 19, 2018:

The chair of the Subcommittee on Agenda and Procedure, the Honourable Senator Campbell, tabled the ninth report of the subcommittee as follows:

THURSDAY, April 19, 2018

The Subcommittee on Agenda and Procedure of the Standing Committee on Internal Economy, Budgets and Administration has the honour to table its

NINTH REPORT

Your subcommittee wishes to report on the following decisions taken on March 29, 2018.

...

2. Extension of Mandate – Subcommittee on Diversity
That, the mandate of the Subcommittee on Diversity be extended from March 29, 2018 to May 31, 2018.

Respectfully submitted,

Larry W. Campbell
Chair

***

Extract from the *Minutes of Proceedings* of the Standing Committee on Internal Economy, Budgets and Administration, Thursday, May 31, 2018:

The Honourable Senator Jaffer moved:

That the mandate of the Subcommittee on Diversity be extended from May 31, 2018 to June 30, 2018.

The question being put on the motion, it was adopted.

EXECUTIVE SUMMARY

To better reflect the diversity of the Canadian workforce at the Senate, the Senate Administration[1] has made considerable progress in enabling the hiring of persons from the four designated employment equity groups (women, Aboriginal peoples,[2] persons with disabilities and members of visible minorities).

In June 2014, the Standing Committee on Internal Economy, Budgets and Administration adopted the *Diversity and Accessibility Action Plan 2014 to 2016* ("the Action Plan").[3] The Action Plan included a number of measures to ensure, among other things, that the Senate Administration,

- provides a supportive and enabling work environment;
- monitors its employment systems to identify systemic barriers and eliminate adverse impacts on the designated groups; and
- monitors the representation of designated group members.

On 15 December 2016, the Senate Administration's Advisory Committee on Diversity and Accessibility[4] tabled its Fifth Report, which looks at the implementation of the activities outlined in the Action Plan. On 2 February 2017, the Subcommittee on Diversity of the Standing Senate Committee on Internal Economy, Budgets and Administration ("the Subcommittee") was authorized to examine the findings contained in the Fifth Report and issues of diversity in the Senate workforce. The Subcommittee held three meetings, during which it heard from 10 witnesses.

As noted at the outset, the Subcommittee found that that the Senate Administration has made considerable progress. The statistics it examined showed that in 2016,

- the percentages of employees in all four employment equity groups in the Senate Administration have increased since 2009;
- in comparison with the Public Service of Canada;[5] the percentages of the designated employment equity groups in the Senate Administration were equal to or greater than the percentages in the Public Service with the exception of the percentage of Aboriginal Peoples, which was less than that in the Public Service; and

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[1] The Senate Administration provides procedural, logistical, administrative and planning support to help the Senate carry out its parliamentary functions. It does not include the staff in individual senators' offices.
[2] The term "Indigenous peoples" is also used.
[3] Senate of Canada, Standing Committee on Internal Economy, Budgets and Administration, *Minutes of Proceedings*, 2nd Session, 41st Parliament, 12 June 2014, p. 2:25
[4] The Senate Administration's Advisory Committee on Diversity and Accessibility is composed of 12 members representing various sectors of the Senate Administration.
[5] When comparing statistics between the Senate Administration and the Public Service of Canada, it is important to remember the vast difference in the sample size (i.e. the number of total employees).

- the representation of women, persons with disabilities and Aboriginal Peoples in the Senate Administration either exceeded or was roughly equal to their respective estimated workforce availability[6] for the National Capital Region.

However, the detailed statistics on representation in the Senate Administration by occupational category (see Table 1.3) also indicate that serious gaps remained:

- There were no Aboriginal Peoples in the manager occupational category;
- The representation of Aboriginal Peoples in the professionals occupational category was below their national workforce availability, though equal to their workforce availability in the National Capital Region;
- The representation of Aboriginal Peoples in the skilled crafts and trades worker occupational category was below their national workforce availability, but exceeded their workforce availability for the National Capital Region;
- The representation of persons with disabilities in the skilled crafts and trades worker occupational category was below their national workforce availability;
- The representation of members of visible minorities was below their workforce availability for the National Capital Region;
- The representation of members of visible minorities in the professionals occupational category was below their workforce availability, both nationally and for the National Capital Region;
- The representation of members of visible minorities in the administrative support occupational category was below their national workforce availability , although it exceeded their workforce availability for the National Capital Region; and
- The representation of women in the administrative support occupational category, while over 70%, was slightly below their workforce availability, both nationally and for the National Capital Region.

Following its examination of the Fifth Report, the Subcommittee made nine recommendations, which are listed in the following section.

The Subcommittee agrees with the Senate Administration Advisory Committee on Diversity and Accessibility's 10 employment equity objectives for 2016 and beyond that are set out in the Fifth Report (see Section 1.1). These include initiating an employment systems review.

---

[6] Workforce availability is defined as "the estimated availability of people in designated groups as a percentage of the workforce population." Treasury Board of Canada Secretariat, *Employment Equity in the Public Service of Canada 2015-16*, 2017, p. 29.

The Subcommittee was interested to hear about employment equity policies and strategies in place in the Public Service of Canada, some of which could be applied in the Senate Administration and potentially in individual senators' offices. Specifically, the Subcommittee heard about the name-blind recruitment pilot project that was being conducted in the Public Service of Canada and would like to evaluate whether it could be applied in the Senate.

The Subcommittee heard about the challenges of getting people to self-identify and encouraged the Senate Administration to conduct an update on self-identification for those who want to self-identify.

The Subcommittee was also interested in measures that could encourage the hiring of veterans. It heard about a number of initiatives in the Public Service, some of which might be applicable to the Senate Administration. These include priority entitlements[7] for medically released veterans, preference for veterans to be appointed for jobs open to the public, and mobility provisions so that eligible veterans can apply in internally advertised appointment processes. It was also suggested that the Senate Administration could work with the Public Service Unit within the Human Resources Division of Veterans Affairs Canada to develop resources, such as veteran-friendly merit criteria. The Subcommittee agrees with the idea of having employees who are veterans help other veterans understand and navigate the hiring process.

With regard to improving regional representation, the Subcommittee was particularly interested in measures that could encourage the hiring of people from outside the National Capital Region and particularly from the North. It noted with approval that the Fifth Report set out the objective of encouraging more candidates from the North for the Senate Page Program. The Subcommittee was also impressed by the efforts made by the Senate Page Program to improve regional representation overall.

The Subcommittee also discussed examining employment diversity in the Senate Administration's procurement practices, through which it obtains goods and services from suppliers. As a first step, it recommended that the Senate Administration establish a baseline and look at practices in other jurisdictions of similar size.

Overall, the Subcommittee felt that many of its concerns could be addressed in the context of the forthcoming Employment Systems Review.

The Subcommittee requests that the Senate Administration submit a response to the Standing Committee on Internal Economy, Budgets and Administration by 13 June 2019 on the steps it has taken to implement each of the recommendations contained in this Report and what further steps need to be taken.

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[7] Under the *Public Service Employment Act* and *Public Service Employment Regulations* "Exceptional clauses provide an entitlement, for limited periods, for certain classes of persons who meet specific conditions to be appointed in priority of others to vacant positions in the federal public service." Public Service Commission, "Information for Priority Entitlements."

RECOMMENDATIONS

In light of the findings contained in the Fifth Report and the testimony it heard, the Subcommittee recommends:

***Recommendation 1*:**
That the Senate Administration prepare and implement an employment equity training plan for all managers and staff within the Senate.

***Recommendation 2*:**
That the Senate Administration conduct a new survey, or an update on self-identification for those who want to self-identify, in order to update its statistics.

***Recommendation 3*:**
That the Senate explore ways to expand its employment equity policy to cover all employees in the Senate, including those in individual senators' offices.

***Recommendation 4*:**
That the Senate Administration consider implementing a name-blind recruitment pilot project and evaluate whether name-blind recruitment could be expanded for hiring by the Senate Administration and potentially by individual senators' offices.

***Recommendation 5*:**
That the Senate Administration explore measures to encourage the hiring of veterans, including through outreach, targeting and accommodation.

***Recommendation 6*:**
That the Senate Administration continue and expand its efforts to encourage recruitment from outside the National Capital Region, including through outreach, the use of social media and through senators and members of the House of Commons.

***Recommendation 7*:**
That the Senate Administration examine ways of establishing employment equity in its procurement practices – through which it obtains goods and services from suppliers – by establishing a baseline and looking at practices in other jurisdictions of similar size.

***Recommendation 8*:**
That the Senate Administration create an Aboriginal Young Interns Program.

***Recommendation 9*:**
That in their recruitment efforts, the Senate Administration, and potentially individual senators' offices, examine and implement appropriate targeting strategies and accommodation measures for employment equity groups, such as those being used in the Public Service of Canada.

Recommendation 10:
That the Senate Administration submit a response to the Standing Committee on Internal Economy, Budgets and Administration by 13 June 2019 on the steps it has taken to implement each of the recommendations contained in this Report and what further steps need to be taken.

Section 1: The Fifth Report of the Senate Administration's Advisory Committee on Diversity and Accessibility

1.1 Overview

The Senate Administration provides procedural, logistical, administrative and planning support to help the Senate carry out its parliamentary functions. It does not include the staff in individual senators' offices.

The current *Senate Administration Policy on Employment Equity* was contained in the April 2012 final report of the Special Subcommittee on Diversity of the Standing Committee on Internal Economy, Budgets and Administration (see Appendix A).[8] The purpose of the policy is:

> To achieve and maintain equality in the Senate Administration workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities so that no one is denied employment opportunities, promotion or benefits for reasons unrelated to competence, and the Senate Administration can draw from a broadly based talent pool.[9]

Under the policy, other than women, only employees who identify themselves are counted as members of one or more of the employment equity groups.[10] The definitions of these groups are:

- Aboriginal Peoples: "persons who are Inuit, Métis, or members of First Nations."[11]
- Members of visible minorities: "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."
- Persons with disabilities:
    - individuals who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:
        - consider themselves to be disadvantaged in employment by reason of that impairment; or
        - believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.

---

[8] Senate of Canada, Special Subcommittee on Diversity of the Standing Committee on Internal Economy, Budgets and Administration, *Final Report*, April 2012, Appendix.
[9] Ibid., Appendix, p. 3.
[10] Ibid., Appendix, p. 5.
[11] Employees are not able to self-identify as belonging to a sub-group. For example, an Aboriginal Person is not able to self-identify as being a First Nations person (Registered Indian or otherwise), Métis or Inuit.

- This definition also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.[12]

The Special Subcommittee on Diversity also recommended that, "special efforts and considerations be put in place to enable the hiring of persons to reflect the Canadian workforce. An updated plan for action should come forward to the Internal Economy Committee to reflect Canada's changing demographics."[13] Accordingly, on 12 June 2014, the Standing Committee on Internal Economy, Budgets and Administration adopted the *Diversity and Accessibility Action Plan 2014 to 2016* ("the Action Plan").[14]

The Fifth Report of the Senate Administration's Advisory Committee on Diversity and Accessibility, which was tabled on 15 December 2016, looks at the implementation of the activities outlined in the Action Plan. Accompanying tables provide statistical data on the representation levels of the four designated employment equity groups in the Senate Administration up to March 2016. The Fifth Report also notes the Senate's accomplishments during 2015 and provides the objectives for 2016 and beyond. Among the accomplishments are:

- presenting the Diversity Award, which recognizes and celebrates individuals and teams who are helping the Senate become more representative and inclusive;
- providing a way for those applying for employment on-line job to self-identify, if they so desire, as a member of one or more employment equity groups;
- using the Canadian Census 2011 Profile to conduct workforce analysis;
- holding special events to promote the mandate of the Advisory Committee on Diversity and Accessibility;
- initiating an Employment Systems Review; and
- establishing a stakeholder group to provide advice on the accessibility of Senate-occupied buildings.[15]

The objectives set for "2016 and beyond" are:

1. Explore "high technology" and "low technology" tools to make reasonable accommodations for blind and partially sighted employees in the performance of their duties.
2. Ensure managers identify opportunities and develop strategies to increase representation of the four designated groups in their directorates and/or across the organization.

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[12] Senate of Canada, Special Subcommittee on Diversity of the Standing Committee on Internal Economy, Budgets and Administration, *Final Report*, April 2012, Appendix, p. 5.
[13] Ibid., p. 15.
[14] Senate of Canada, Standing Committee on Internal Economy, Budgets and Administration, *Minutes of Proceedings*, 2nd Session, 41st Parliament, 12 June 2014, p. 2:25
[15] Senate of Canada, Senate Administration Advisory Committee on Diversity and Accessibility, *Fifth Report*, pp. 2-4

3. Broaden the Friends of the Senate Program for other senators to consider hiring persons with disabilities.
4. Encourage more candidates from the North for the Page Program by closely monitoring requirements where appropriate.
5. Reinforce the Aboriginal Young Interns Program.
6. Assess the feasibility of conducting an Employment Systems Review[16] to identify and remove potential barriers including those in the hiring process, learning and career development or with respect to organizational culture.
7. Conduct an analysis of the representativeness in the Senate to the Canadian workforce and integrate needs and strategies into HR/succession/diversity plans.
8. Promote Employment Equity, diversity and inclusiveness by raising awareness on issues and initiatives to employees and managers in the Senate including a calendar of events and promotion and recognition of contributions.
9. In light of the senators' requirement for the Senate to evolve from diversity to inclusiveness, review the new policy of the public and private sectors and make a recommendation for a vision in 2017 and beyond.
10. Establish a stakeholder group, in partnership with the Canadian National Institute of the Blind, to provide advice on any improvements to Senate occupied buildings which could be implemented.[17]

Between 1 March and 3 May 2017, the Subcommittee on Diversity of the Standing Senate Committee on Internal Economy, Budgets and Administration ("the Subcommittee") held three meetings to examine the findings contained in the Fifth Report and issues of diversity in the Senate workforce, during which it heard from 10 witnesses.

1.2 Workforce availability

The concept of workforce availability is used to compare the representation of the employment equity groups in the workforce with that in the general population. It is defined as "the estimated availability of people in designated groups as a percentage of the workforce population."[18] The Labour Program of Employment and Social Development Canada sets national availability benchmarks and "each employer uses benchmarks that are unique to the worker skills it requires and where it operates."[19]

For the core public service (administration), workforce availability "is based on the population of Canadian citizens who are active in the workforce and who work in those occupations that correspond to the occupations in the core public administration."[20]

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[16] This is designed to look at all of the Senate's employment systems and advise the Senate Administration on ways of ensuring that its selection processes are bias-free.

[17] Senate of Canada, Senate Administration Advisory Committee on Diversity and Accessibility, *Fifth Report*, p. 4.

[18] Treasury Board of Canada Secretariat, *Employment Equity in the Public Service of Canada 2015-16*, 2017, p. 29.

[19] Employment and Social Development Canada, *2011 Employment Equity Data Report*.

[20] Treasury Board of Canada Secretariat, *Employment Equity in the Public Service of Canada 2015-16*, 2017, p. 29.

As shown in Table 1.1, in the 2015-2016 fiscal year all employment groups in the overall Public Service of Canada exceeded their workforce availability. In the executive category, however, gaps remained. Only persons with disabilities exceeded their workforce availability in the executive category, with 5.1% of the workforce versus 2.3% workforce availability. As indicated by the highlighted cells, the representation in the executive category of members of visible minorities and women was slightly below their respective workforce availabilities, while the representation of Aboriginal Peoples was significantly below their workforce availability (3.7% versus 5.2%).[21]

Table 1.1: Employment Equity Groups, Representation in the Public Service of Canada (PS) and Estimated National Workforce Availability* (WFA), 2015-2016 Fiscal Year (in percent)

Category	Members of Visible Minorities		Persons with Disabilities		Aboriginal Peoples		Women	
	PS	WFA	PS	WFA	PS	WFA	PS	WFA
Overall	14.5	13.0	5.6	4.4	5.2	3.4	54.4	52.5
Executive Category	9.4	9.5	5.1	2.3	3.7	5.2	47.3	47.8

Source: Treasury Board of Canada Secretariat, *Employment Equity in the Public Service of Canada 2015-16*, 2017, p. 7, Figure 1.
* As of 31 March 2015, based on 2011 Census data.

Turning to the Senate Administration, Table 1.2 shows that in the 2015-16 fiscal year, the representation of women, persons with disabilities and Aboriginal Peoples either exceeded or was roughly equal to their respective estimated workforce availability for the National Capital Region, while the representation of members of visible minorities was below their workforce availability for the National Capital Region.

Table 1.2: Employment Equity Groups, Overall Representation in the Senate Administration and Estimated Workforce Availability* (WFA) for the National Capital Region, 2015-16 Fiscal Year (in percent)

Members of Visible Minorities		Persons with Disabilities		Aboriginal Peoples		Women	
Senate	WFA	Senate	WFA	Senate	WFA	Senate	WFA
15.3	17.8	5.6	4.9	3.4	3.5	59.0	48.2

Sources: Senate of Canada, *Employment Equity: Updated Tables at March 31, 2016*, 20 October 2016.
* Based on 2011 Census.

[21] Treasury Board of Canada Secretariat, *Employment Equity in the Public Service of Canada 2015-16*, 2017, p. 7.13

More detailed statistics for the Senate Administration are shown in Table 1.3. As indicated by the highlighted cells, as of 31 March 2016 there were gaps in the following occupational categories:

- There were no Aboriginal Peoples in the manager occupational category.
- The representation of Aboriginal Peoples in the professionals occupational category was below their national workforce availability, though equal to their workforce availability in the National Capital Region.
- The representation of Aboriginal Peoples in the skilled crafts and trades worker occupational category was below their national workforce availability, though it exceeded their workforce availability for the National Capital Region.
- The representation of persons with disabilities in the skilled crafts and trades worker occupational category was below their national workforce availability.
- The representation of members of visible minorities in the professionals occupational category was below their workforce availability, both nationally and for the National Capital Region.
- The representation of members of visible minorities in the administrative support occupational category was below their national workforce availability, though it exceeded their workforce availability for the National Capital Region.
- The representation of women in the administrative support occupational category, while over 70%, was slightly below their workforce availability, both nationally and for the National Capital Region.

Table 1.3: Employment Equity Groups, Representation in the Senate Administration and Estimated Workforce Availability, by Occupational Category, as of 31 March 2016

Employment Equity Group	Occupational Category	Senate Representation (number of employees)	Senate Self-Identification (Percent)	Estimated Workforce Availability	
				National* (Percent)	National Capital Region* (Percent)
Women	Managers	21	51.6	39.6	41.2
	Professionals	60	58.8	53.8	51.0
	Admin. Support	125	71.6	75.3	72.1
	Skilled Crafts and Trades workers	3	43.6	29.6	29.8
Persons with Disabilities	Managers	4	9.7	5.0	N/A
	Professionals	4	3.9	3.9	N/A
	Admin. Support	12	6.5	5.0	N/A
	Skilled Crafts and Trades workers	0	3.6	5.1	N/A
Members of Visible Minorities	Managers	8	16.1	14.8	12.4
	Professionals	13	12.8	18.6	17.7
	Admin. Support	31	14.9	16.5	13.2
	Skilled Crafts and Trades workers	2	23.6	16.1	17.8
Aboriginal Peoples	Managers	0	0.0	2.4	2.2
	Professionals	2	2.0	2.6	2.0
	Admin. Support	8	5.7	3.2	3.0
	Skilled Crafts and Trades workers	2	3.6	4.9	2.9

Source: Senate of Canada, *Employment Equity: Updated Tables at March 31, 2016*, 20 October 2016.
*Adopted from Statistics Canada, custom tabulation, unpublished, 2011 National Household Survey and 2012 Canadian Survey on Disability data.

1.3 Overall Representation

It should be noted that between 31 March 2015 and 31 March 2016, the total number of employees in the Senate Administration dropped from 437 to 354. This was largely due to the transfer of the Senate Protection Services to the Parliamentary Protective Service, which was established on 23 June 2015.[22] It should also be noted that the data do not include employees in individual senators' offices.

[22] **Parliament of Canada**, *Parliamentary Protective Service*.

As shown in Table 1.4, between 2009 and 2016 there were increases in the percentages of employees in all four employment equity groups in the Senate Administration. The percentage of Aboriginal Peoples went from 2.0% to 3.4%, that of persons with disabilities went from 4.0% to 5.6%, and that of members of visible minorities went from 11.5% to 15.3%. The percentage of women went from 47.4% to 59%, with the largest increase taking place between 2015 and 2016, when it went from 49.2% to 59%. This was likely attributable to the transfer of the Senate Protection Services, whose employees were predominantly male, to the Parliamentary Protective Service.

Table 1.4: Senate of Canada Administration, Employment Equity Groups, Overall Representation, 2009-2016

Year (as at 31 March)	Total employees	Members of Visible Minorities		Persons with Disabilities		Aboriginal Peoples		Women	
		#	%	#	%	#	%	#	%
2016	354	54	15.3	20	5.6	12	3.4	209	59.0
2015	437	64	14.6	26	5.9	13	3.0	215	49.2
2014	449	65	14.5	26	5.8	16	3.6	224	49.9
2013	435	67	15.4	27	6.2	16	3.7	223	51.3
2012	426	58	13.6	16	3.8	9	2.1	219	51.4
2011	429	58	13.5	16	3.7	9	2.1	213	49.7
2010	440	52	11.8	17	3.9	9	2.0	217	49.3
2009	445	51	11.5	18	4.0	9	2.0	211	47.4

Source: Senate of Canada, *Employment Equity: Updated Tables at March 31, 2016*, 20 October 2016.

The comparable figures for the Public Service of Canada are shown in Table 1.5.

Table 1.5: Public Service of Canada, Employment Equity Groups, Overall Representation, 2009-2016

Year (as at 31 March)	Total employees	Members of Visible Minorities		Persons with Disabilities		Aboriginal Peoples		Women	
		#	%	#	%	#	%	#	%
2016	181,674	26,336	14.5	10,092	5.6	9,358	5.2	98,846	54.4
2015	180,681	24,849	13.8	10,204	5.6	9,232	5.1	98,051	54.3
2014	181,356	23,919	13.2	10,390	5.7	9,239	5.1	98,078	54.1
2013	188,342	23,812	12.6	10,871	5.8	9,491	5.0	102,124	54.2
2012	198,793	23,978	12.1	11,418	5.7	9,785	4.9	108,620	54.6
2011	202,386	22,998	11.3	11,388	5.6	9,486	4.7	111,051	54.8
2010	195,667	21,567	10.7	11,620	5.7	9,307	4.6	110,867	54.8
2009	186,754	19,264	9.8	11,468	5.9	8,892	4.5	107,089	54.7

Source: Treasury Board of Canada Secretariat, *Employment Equity in the Public Service of Canada 2015-16*, 2017, p. 25.

1.3.1 Comparison in overall representation between the Senate Administration and the Public Service

For 2016, with the exception of the percentage of Aboriginal Peoples, the percentages of the designated employment equity groups in the Senate Administration were equal to or greater than the percentages in the Public Service of Canada.[23] The percentage of Aboriginal Peoples in the Senate Administration (3.4%) was less than that in the Public Service (5.2%).

Looking at the trends over the 2009-2016 period, the percentage of members of visible minorities in the Senate Administration ranged between 0.8 and 2.8 percentage points above the percentage in the Public Service. The percentage of persons with disabilities in the Senate Administration went from being nearly 2 percentage points below that in the Public Service to being roughly equal as of 2016. The percentage of Aboriginal Peoples in the Senate Administration went from being between 2.5 and 2.8 percentage points below that in the Public Service between 2009 and 2012 to being roughly 2 percentage points below in 2016.

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[23] When comparing statistics between the Senate Administration and the Public Service of Canada, it is important to remember the vast difference in the sample size (i.e. the number of total employees).

It was not until 2016 that the percentage of women in the Senate Administration surpassed that in the Public Service. The previous year, the percentage of women in the Senate Administration (49.2%) had been less than that in the Public Service (54.3%). In 2009, the gap had been even wider, with the women making up 47.4% of the Senate Administration, compared with 54.7% of the Public Service. As previously mentioned, the increase in the percentage of women in the Senate Administration between 2015 and 2016 was likely attributable to the transfer of the Senate Protection Services, whose employees were predominantly male, to the Parliamentary Protective Service.

1.4 Senate Page Program

Although the Fifth Report does not include statistics on the Senate Page Program, the Subcommittee heard from Julien Labrosse, Officer for Administrative, Ceremonial and Protocol in the Office of the Usher of the Black Rod of the Senate of Canada, who described the Page Program as follows: "Every year, we hire 15 university students in their first university degree. They can come from all over the country, and they have to be studying in the National Capital Region for the duration of their contract."[24]

Applications to the Page Program are submitted through the Senate of Canada website.[25]

Mr. Labrosse noted that the Page Program has had gender parity since 2010 and has never had fewer than eight provinces or territories represented since 2013. He said the current team includes two members of visible minorities, one Indigenous Canadian and one person with a disability.[26]

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[24] Senate Subcommittee on Diversity, *Evidence*, 3 May 2017.
[25] Senate of Canada, *The Senate Page Program: Selection Process*.
[26] Ibid.

Section 2: Issues of diversity in the Senate Administration

While the Senate Administration has made some progress with regard to the diversity of its workforce, some challenges remain. These fall under the areas of recruitment, promotion and retention.

The Senate website provides information on working at the Senate and allows people to create online profiles so that they can be considered for employment opportunities.[27]

2.1 Recruitment Challenges

Luc Presseau, Director of Human Resources with the Senate of Canada, summed up the recruitment challenges in the Senate Administration by pointing out that while the Senate Administration has done "extremely well in some of the categories of diversity," it still needs to do more work on disabled individuals, whose representation is below their availability in the population. Indigenous people, in particular people from the North, are also under represented.[28]

With regard to the Senate Page Program, candidates are required to have "oral communications at an advanced level in both of Canada's official languages."[29] Mr. Labrosse said while the Senate Administration has tried to increase regional representation, sometimes it receives no applications from particular provinces or territories. He also noted that Senate pages are paid less than pages in the House of Commons, which could affect recruitment. In addition, Mr. Labrosse mentioned challenges regarding the recruitment of Aboriginal Peoples, some of whom may not meet the requirement to be bilingual.[30]

The Subcommittee also heard about the challenges of getting people to self-identify while applying for work opportunities.[31] Mr. Presseau said that in the Senate Administration, about 25% of employees self-identify. Among those who applied for positions within the Senate in the last year, 65% of the applicants self-identified — 47% as women, 4% as persons with disabilities, 30% as members of visible minorities and 2% as Aboriginal Persons.[32]

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[27] Senate of Canada, *Work at the Senate*.
[28] Senate Subcommittee on Diversity, *Evidence*, 1 March 2017.
[29] Senate of Canada, *The Senate Page Program: Selection Process*.
[30] Senate Subcommittee on Diversity, *Evidence*, 3 May 2017.
[31] Carl Trottier, Assistant Deputy Minister, Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat, said it is difficult to get people to self-identify as an Aboriginal Person even when they are. He noted that people cannot be forced to self-identify. Senate Subcommittee on Diversity, *Evidence*, 3 May 2017.
[32] Senate Subcommittee on Diversity, *Evidence*, 1 March 2017.

Mr. Presseau said there are a number of factors that might explain why the percentage of employees who self-identified is less than the percentage of applicants who self-identified. One of the factors could be that some people believe they have already self-identified when applying to previous positions or to their current position.[33]

Lastly, another challenge that the Subcommittee identified is the recruitment of veterans. While the *Senate Administration Policy on Employment Equity* does not cover veterans, the Subcommittee was interested in measures to encourage hiring them. These are discussed in Section 3.1.2.

2.2 Promotion and retention challenges

As noted in Section 1.2.2, some employment equity groups are not as well represented in executive or management positions. Robert McSheffrey, Director General of the Personnel Psychology Centre with the Public Service Commission of Canada (PSC), explained some of the challenges with recruiting to the executive category. He said that members of the employment equity groups "are not necessarily as exposed to what it means to be part of an executive selection board, what the expectations are of an executive selection board and how to package their leadership competencies...."[34]

More generally, Geoff Zerr, Acting Director General of the Policy Development Directorate at the PSC, talked about the difficulties attracting and retaining people from the employment equity groups. As an example, he said that even though the First Nations and Inuit Health Branch at Health Canada would like Aboriginal Peoples to make up at least 50% of its workforce, "it's been a much longer timeline for them to increase that percentage, even incrementally, to get to a level that's representative of where they want to be."[35]

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[33] Ibid.
[34] Senate Subcommittee on Diversity, *Evidence*, 29 March 2017.
[35] Senate Subcommittee on Diversity, *Evidence*, 29 March 2017.

Section 3: Recruitment, Promotion and Retention Strategies

During its hearings, the Subcommittee heard about strategies for increasing diversity through recruitment, promotion and retention. These are discussed in the following sections.

3.1 Recruitment Strategies

3.1.1 Policies

Within the Public Service of Canada, Tim Pettipas, Acting Senior Vice-President for the PSC, stressed that while merit is enshrined in the *Public Service Employment Act*, policies also play a role in levelling the playing field. He said that because, "some candidates may require accommodations during application or assessment, our policy reinforces the duty to accommodate."[36]

To encourage hiring managers to follow the PSC's employment equity policies, they are required to sign a form in which they "attest that, among other things, they will consider employment equity objectives and ensure the assessment is free from bias and personal favouritism."[37] Mr. Zerr said that it is important not just to encourage people in the employment equity groups to apply to the Public Service, but for managers to consider the barriers these groups could face and to address those issues before they launch a hiring process.[38]

To ensure compliance with the policies, Mr. Pettipas said that every second year the PSC conducts a system-wide audit and that on alternating years, it conducts a survey to gauge "people's perceptions on how they feel the staffing system is functioning for them."[39]

Mr. Pettispas also noted that it is beneficial to have an objective third party conduct an Employment Systems Review. In this regard, Mr. Presseau informed the Subcommittee that the Senate Administration was in the process of contracting an external firm to conduct an employment systems review "and advise us on areas where we need to do a little more work to truly make it a bias-free selection or a hiring process."[40]

In order to better evaluate the situation regarding diversity and to promote self-identification, the Subcommittee encouraged the Senate Administration to conduct a new survey of employees or an update on self-identification for those who want to self-identify. It also thought the Senate could explore ways to expand its employment equity policy to cover all employees in the Senate, including those in individual senators' offices.

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[36] Ibid.
[37] Ibid.
[38] Ibid.
[39] Ibid.
[40] Senate Subcommittee on Diversity, *Evidence*, 1 March 2017.

Based on the testimony it heard, the Subcommittee recommends:

RECOMMENDATIONS

That the Senate Administration prepare and implement an employment equity training plan for all managers and staff within the Senate.

That the Senate Administration conduct a new survey or an update on self-identification for those who want to self-identify, in order to update its statistics.

That the Senate explore ways to expand its employment equity policy to cover all employees in the Senate, including those in individual senators' offices.

3.1.2 Recruitment processes

Regarding the role of the application process in encouraging diversity, Mr. Pettipas stressed the importance of letting Canadians participate in the co-development of the application process.[41] He said the PSC also uses statistical analyses to evaluate how it is doing.[42] He noted that adjustments to the application processes not only benefit employment equity groups, but create a more inclusive model for all. He gave the example of the student application process, which was made less lengthy.[43] He also said the PSC is, "leveraging technology to increase accessibility and fairness in the recruitment and assessment processes."[44] Mr. Zerr noted for example that people can submit their application not only through email, but through alternative ways.[45,46]

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[41] **Senate Subcommittee on Diversity,** *Evidence*, **29 March 2017.**
[42] **Ibid.**
[43] **Ibid.**
[44] **Ibid.**
[45] **An example of an alternative application process is through paper-based applications (**Immigration, Refugees and Citizenship Canada, *Applications received on or after January 1, 2015, for permanent residence programs subject to Express Entry: Alternative application process for persons with disabilities*.
[46] **Senate Subcommittee on Diversity,** *Evidence*, **29 March 2017.**

One of the ways in which the Public Service is attempting to remove bias from the recruitment process is through a name-blind recruitment pilot project, which Carl Trottier, Assistant Deputy Minister, Governance, Planning and Policy Sector with the Office of the Chief Human Resources Officer of the Treasury Board of Canada Secretariat, said, "will compare outcomes associated with traditional screening of job applicants versus screening in which managers are blinded to the applicant's name."[47] He went on to say that other identifiers, such as the university attended and the hometown, are hidden as well.[48] The report on the name-blind recruitment pilot project was released on 23 January 2018.[49]

On the subject of assessments, in order to ensure that they are not biased, Mr. Pettipas suggested three approaches. The first is having diversity on assessment boards.[50] The second is using multiple assessment tools to assess the same qualification. The third is consulting employment equity groups in the development of assessment models and tools. In addition, Mr. McSheffrey said using standardized interviews that are scored according to a rating guide can help reduce bias.

With regard to the hiring of veterans, Mr. Pettipas followed up with a letter to the Chair of the Subcommittee explaining the *Veterans Hiring Act* (VHA). He noted that it includes priority entitlements[51] for medically released veterans, preference for veterans to be appointed ahead of Canadian citizens for jobs open to the public, and mobility for current members of the Canadian Armed Forces and recent veterans who are eligible to apply to jobs within the Public Service. Mobility provisions allow "certain people who are not federal public service employees to participate in internal appointment processes."[52]

While the VHA only covers Public Service organizations, Mr. Pettipas noted that other organizations "have put in place their own mechanisms to increase the representation in their workforce" and this may be something the Senate might wish to consider.[53] As well, he said the Senate could also consider working with the Veterans in the Public Service Unit within the Human Resources Division of Veterans Affairs Canada. This unit provides help with the development of resources, such as veteran-friendly merit criteria.[54]

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[47] Senate Subcommittee on Diversity, *Evidence*, 3 May 2017.
[48] Ibid.
[49] Public Service Commission, "Release of report on Name-Blind Recruitment Pilot Project in the federal public service," News Release, 23 January 2018.
[50] Assessment boards are made up of two or more people and can include the immediate supervisor of the open position, the division director, a Human Resources representative, and/or a potential co-worker. Public Service Commission of Canada, *Appointment processes: how to conduct interviews*.
[51] Under the *Public Service Employment Act* and *Public Service Employment Regulations* "Exceptional clauses provide an entitlement, for limited periods, for certain classes of persons who meet specific conditions to be appointed in priority of others to vacant positions in the federal public service." Public Service Commission, "Information for Priority Entitlements."
[52] Public Service Commission, *Staffing: Veterans Hiring Act*.
[53] Tim Pettipas, Acting Senior Vice-President, Public Service Commission, Letter to the Honourable Mobina S.B. Jaffer, Q.C. (re: information on diversity in hiring), 30 May 2017.
[54] Ibid.

Based on the testimony it heard, the Subcommittee recommends:

RECOMMENDATIONS

That the Senate Administration consider implementing a name-blind recruitment pilot project and evaluate whether name-blind recruitment could be expanded for hiring by the Senate Administration and potentially by individual senators' offices.

That the Senate Administration explore measures to encourage the hiring of veterans, including through outreach, targeting and accommodation.

3.1.3 Outreach, targeting and accommodation

The Subcommittee heard that even with the appropriate policies in place, it is sometimes difficult to attract applications from members of some of the employment equity groups. The Subcommittee also heard about some strategies for addressing this challenge.

Mr. Pettipas discussed using outreach for employment equity groups—"making sure they are aware of jobs and how to apply for them."[55] Mr. Zerr explained the importance of actively communicating how people will be assessed, telling them the criteria, and staying in touch with the candidates.[56]

The PSC targets the employment equity groups. Mr. McSheffrey said they had "conducted over 100 events so far this year targeted specifically to employment equity groups. A good number of those were towards persons with disabilities."[57] To help those who are not as familiar with the process for selecting executives, the PSC provides coaching services for women and Aboriginals on how best to capture their experiences.[58] In order to encourage veterans to join the Public Service, Mr. Pettipas said they had "hired a couple of veterans to perform a navigator role, to work with their colleague veterans to be able to understand the employment model and how to apply."[59]

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[55] Ibid.
[56] Ibid.
[57] Ibid.
[58] Ibid.
[59] Ibid.

Mr. Pettipas and Mr. Zerr also stressed the importance of accommodation. For example, the PSC can recommend assessment accommodations based on disability and other grounds. Examples of accommodation include providing a longer period to take a test or providing adaptive technology.[60]

Regarding the Senate Page Program's efforts to hire people from diverse backgrounds and from all the provinces and territories, Mr. Labrosse told the Subcommittee about some of the lessons they have learned. These included reaching out to high schools directly and using social media.[61]

Greg Peters, Usher of the Black Rod with the Senate of Canada, oversees the Senate Page Program. He said they are looking at expanding the Program to community colleges in the National Capital Region. He also noted the success they have had reaching out through parliamentarians, and suggested looking into further ways of promoting the Page Program through them.[62]

Therefore, based on the testimony it heard, the Subcommittee recommends:

RECOMMENDATION

That the Senate Administration continue and expand its efforts to encourage recruitment from outside the National Capital Region, including through outreach, the use of social media and through senators and members of the House of Commons.

3.2 Promotion and Retention Strategies

3.2.1 Policies

The Subcommittee heard about several policies for addressing the challenges of promoting and retaining members of the employment equity groups. As mentioned in Section 3.1.2, the Public Service is evaluating name-blind recruitment as a way of removing bias from the recruitment and promotion process.

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[60] Ibid.
[61] Senate Subcommittee on Diversity, *Evidence*, 3 May 2017.
[62] Ibid.

As described by Mr. Trottier, the Public Service also has "deputy head champions who help advance specific priorities for visibility minorities, persons with disabilities and Aboriginal people."[63] They lead a process that "ranges from identifying barriers and priorities for action, to education and awareness, sharing best practices and generally supporting employment equity objectives."[64] The Employment Equity Champions were established in 2011 by the Clerk of the Privy Council.[65]

Mr. Trottier also noted that the President of the Treasury Board, Hon. Scott Brison, announced in November 2016 the creation of the Joint Union/Management Task Force on Diversity and Inclusion in the Public Service.[66] Its mandate was to "put forward recommendations and an action plan to support diversity and inclusion over the longer term."[67] Its final report was published in December 2017.[68]

The approaches Mr. Pettipas suggested for reducing bias in recruitment could also apply to promotion assessments. These included having diversity on assessment boards, using multiple assessment tools, and consulting the employment equity groups in the development of assessment tools.[69] In addition, Mr. McSheffrey talked about the need to train those who conduct structured interviews.[70]

Mr. McSheffrey also said that in order to increase the representation of Aboriginals Peoples at leadership levels, "the PSC is making a number of workshops on leadership competencies, developmental assessment tools and other instruments available to them to help foster promotion rates amongst that group in the Public Service."[71]

The Subcommittee also raised the possibility of examining employment diversity in procurement by the Senate – through which it obtains goods and services from suppliers – by establishing a baseline and looking at practices in other jurisdictions of similar size.

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[63] **Senate Subcommittee on Diversity**, *Evidence*, **3 May 2017**.
[64] **Ibid.**
[65] **Government of Canada**, *Employment Equity in the Public Service of Canada 2015–2016*.
[66] **Government of Canada**, *Joint Union/Management Task Force on Diversity and Inclusion in the Public Service*.
[67] **Ibid.**
[68] **Ibid.**
[69] **Senate Subcommittee on Diversity**, *Evidence*, **29 March 2017**
[70] **Ibid.**
[71] **Ibid.**

Based on the testimony it heard, the Subcommittee recommends that:

RECOMMENDATION

That the Senate Administration examine ways of establishing employment equity in its procurement practices – through which it obtains goods and services from suppliers – by establishing a baseline and looking at practices in other jurisdictions of similar size.

3.2.2 Outreach, targeting and accommodation

Outreach and targeting are strategies for helping encourage not only the recruitment, but also the promotion and retention of employees who are members of the employment equity groups.

To address equity gaps, Mr. Trottier said organizations identify "diverse talent and feeder groups with senior management potential, both from within and outside the Public Service."[72] More specifically, he talked about the Executive Leadership Development Program (ELDP). In a follow-up communication, Treasury Board Secretariat officials said there are two ELDPs, which "provide targeted learning and development opportunities for executives." He said that "[d]iversity, age, gender, employment equity groups and regional and organizational representatives are all leveraged to the very extent possible when selecting cohort participants."[73]

Mr. Trottier also described the following initiatives that the Office of the Chief Human Resources Officer was delivering in collaboration with the Canada School of Public Service and the Public Service Commission of Canada:

- In 2016, the Public Service partnered with the Assembly of First Nations to place 30 Indigenous post-secondary students from across the country in meaningful summer jobs in the Public Service in the National Capital Region. In 2017, the initiative included up to 120 students.
- A separate initiative was aimed at persons with disabilities, which gave 18 students summer employment in the National Capital Region during the summer of 2017.

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[72] Senate Subcommittee on Diversity, *Evidence*, 3 May 2017.
[73] Ibid.

- The Public Service also partnered with LiveWorkPlay, a charitable organization whose mission is, "helping the community welcome people with intellectual disabilities to live, work, and play as valued citizens."[74] Mr. Trottier said that at last count, LiveWorkPlay had 13 employment pilot projects within seven Public Service organizations.[75]

In addition, Mr. Trottier talked about several accommodation measures. For example, for Indigenous students from remote areas who were selected for a summer job in the National Capital Region, Public Service officials negotiated with the University of Ottawa to have residences for the summer. In developing the program for the Indigenous students, Public Service officials consulted with elders and the community; and to help the students adjust to life in the Public Service, each student was assigned a mentor.[76]

Based on the testimony it heard, the Subcommittee recommends that:

RECOMMENDATIONS

That the Senate Administration create an Aboriginal Young Interns Program.

That in their recruitment efforts, the Senate Administration, and potentially individual senators' offices, examine and implement appropriate targeting strategies and accommodation measures for employment equity groups, such as those being used in the Public Service of Canada.

[74] LiveWorkPlay.
[75] **Senate Subcommittee on Diversity,** *Evidence*, **3 May 2017.**
[76] **Ibid.**

APPENDIX A – SENATE ADMINISTRATION POLICY ON EMPLOYMENT EQUITY

Human Resources Directorate SENATE SENAT Direction des ressources humaines

SENATE ADMINISTRATION POLICY ON EMPLOYMENT EQUITY

This Policy was adopted by the Standing Committee on Internal Economy, Budgets and Administration on:

May 10, 2012

March 2011

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INTRODUCTION

1.1 Name

This policy is entitled the "Senate Administration Policy on Employment Equity".

1.2 Purpose

To achieve and maintain equality in the Senate Administration workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities so that no one is denied employment opportunities, promotion or benefits for reasons unrelated to competence, and the Senate Administration can draw from a broadly based talent pool.

1.1 Authority

This policy was approved by the Standing Senate Committee on Internal Economy, Budgets and Administration (the "Committee") on May 10, 2012 and replaces the *Senate Policy on Employment Equity and Diversity*, adopted by the Committee on March 30, 2000.

1.2 Application

This policy applies to the Senate Administration in its human resources management of persons applying for or occupying positions in the Senate Administration.

1.3 Definitions

Designated Groups

Targeted class of individuals identified in the *Employment Equity Act*: women, Aboriginal peoples, persons with disabilities and members of visible minorities defined as:

Aboriginal Peoples

Persons who are Inuit, Métis, or members of First Nations.

Members of Visible Minorities

Persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

Persons with Disabilities

Individuals who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- consider themselves to be disadvantaged in employment by reason of that impairment; or
- believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment.

This definition also includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Employment Equity

The fair representation and distribution of the four designated groups in the workforce.

1.4 Description

The *Senate Administration Policy on Employment Equity* establishes the Senate Administration's commitment to equality in the Senate workplace for women, Aboriginal peoples, persons with disabilities and members of visible minorities. By identifying and removing systemic and other barriers to the employment and promotion process that may adversely affect the designated groups, and by implementing measures, the Senate Administration aims to achieve and maintain a representative workforce.

1.5 Enquiries

Questions regarding this policy should be addressed to the manager responsible for employment equity in the Human Resources Directorate.

2. POLICY

2.1 General

2.1.1 As set out in the Senate Administrative Rules, subsection 1(1) of chapter 3:03, the Senate Administration is an equal opportunity employer: no one will be denied employment and promotion opportunities or benefits for reasons unrelated to competence. In addition, the Senate Administration is committed to the equitable representation of women, Aboriginal peoples, persons with disabilities and members of visible minorities, in all occupations and at all levels in the organization.

2.1.2 In order to ensure a representative administration:

a) steps will be taken to provide a supportive and enabling work environment;

b) employment systems will be monitored to identify systemic barriers and eliminate any adverse impact on any of the designated groups;

c) the representation of women, Aboriginal peoples, persons with disabilities and members of visible minorities will be monitored through the collection and maintenance of self-identification data with an emphasis on collecting data at the appointment phase; and

d) employment equity considerations will form an integral part of Directorate work plans.

2.2 Supportive and Enabling Work Environment

2.2.1 The Senate Administration will promote awareness, sensitivity and respect for diversity, as well as communicate to all employees the rationale, objectives and importance of equity in the workplace.

2.2.2 Everyone in the workplace will be treated fairly and with dignity. Harassment of any kind will not be tolerated and will be reviewed thoroughly.

2.2.3 Managers are responsible for fostering a positive, respectful work environment.

2.2.4 Commitment to employment equity will be demonstrated at all levels by hiring, training, retaining and promoting members of designated groups.

2.3 Employment Systems Review

2.3.1 The Senate Administration will review employment policies, procedures and practices in place to ensure they do not adversely affect or disadvantage any members of the designated groups and will take the necessary steps to eliminate any barriers to employment or promotion that are identified.

2.3.2 Seniority rights acquired as part of policies or collective agreements are deemed not to be barriers within the meaning of this policy. Nevertheless, if such practices have an adverse impact on any of the designated groups, management will consult with the bargaining agent to seek measures to minimize them.

2.4 Workforce Analysis

2.4.1 To determine if the Senate Administration workforce is representative, the proportion of self-identified employees who are members of designated groups will be compared to their representation in those segments of the Canadian workforce that are identifiable by occupation, qualification and geography, and from which the Senate Administration may reasonably be expected to draw employees.

2.4.2 Only those employees who identify themselves or agree to be identified as Aboriginal peoples, persons with disabilities or members of visible minorities will be counted as members of those designated groups for the purposes of assessing the level of representation within the Senate Administration.

2.4.3 Information collected under paragraph 2.4.2 will be confidential and used only for the purpose of implementing this policy and for consultation and participation in employment equity initiatives.

2.5 Human Resource Planning

2.5.1 In the context of directorate work plans, managers are expected to include employment equity considerations as part of their human resource plans.

2.5.2 Managers are expected to consider strategies aimed at ensuring a fair participation by members of the under-represented designated groups before undertaking staffing and recruitment activities.

2.5.3 English and French language training for employees who speak neither English nor French as a first language will be available.

2.6 Special Measures

2.6.1 Improving the representation of designated groups is considered an organizational need. Accordingly, the area of selection may be expanded to increase the proportion of designated group members in the applicant pool.

2.6.2 Technical training and development activities will be implemented as necessary.

2.7 Monitoring and Reporting

The Director of Human Resources will monitor compliance with the policy. Ad hoc reports will be presented to the Clerk of the Senate and the Management Committee regarding employment equity activities in the Senate Administration and application of the policy and related issues, as required. Performance and compliance in relation to this policy will be reported annually.

3. ROLES AND RESPONSIBILITIES

3.1 Standing Senate Committee on Internal Economy, Budgets and Administration (Committee)

The Committee is responsible for approving the policy and any amendments.

3.2 Clerk of the Senate

The Clerk is responsible for:

- ensuring implementation and appropriate application of policies;
- fostering an inclusive, supportive and enabling work environment;
- holding managers accountable for the achievement of employment equity; and
- taking appropriate action in cases of non-compliance with policy requirements;

3.3 Director, Internal Audit and Strategic Planning

The director responsible for strategic planning is responsible for:

- reviewing the policy and directives to ensure proper content and format; and
- ensuring consistency and coherence across the corporate policy suite.

3.4 Director, Human Resources

The Director of Human Resources is responsible for:

- communicating the policy to all managers and employees, informing them of their rights and responsibilities under the policy;
- providing leadership and guidance in the overall management of the policy;
- ensuring the effectiveness of the employment equity and continuing progress towards the Senate Administration's employment equity objectives;
- ensuring that employment systems do not adversely affect or disadvantage any of the designated groups and eliminating barriers to employment or advancement;

- presenting annual reports to the Clerk of the Senate and the Management Committee on progress made in employment equity and to ensure compliance with the policy; and
- recommending policy changes or programs to the Clerk of the Senate.

3.5 Human Resources Manager responsible for employment equity

The Human Resources Manager responsible for employment equity is responsible for:

- promoting employment equity;
- developing and delivering employment equity and training and other employment equity program initiatives;
- providing advice to management and human resource advisors on the employment equity policy and program and referring to the Senate Administration Duty to Accommodate Policy (in development) as required;
- ensuring that all records and information systems related to employment equity are up-to-date and kept confidential, as appropriate;
- preparing employment equity reports, as requested;
- recommending changes, as necessary, to the employment equity policy and programs to enhance their effectiveness; ensuring that all recruitment activities, appointment processes and staffing actions respect the principles of equitable participation;
- collecting self-identification data by offering new employees the opportunity to self-identify and by periodically administering a self-identification survey to all employees; and
- ensuring that personal employment equity information is kept confidential, as appropriate.

3.6 Human Resource Advisors

Human Resource Advisors are responsible for:

- assisting managers in selecting staffing options aimed at achieving employment equity objectives;
- offering applicants the opportunity to self-identify; and
- informing candidates about the *Senate Administration Policy on Accommodation (currently in development)* and implementing the policy as required.

3.7 Managers

Managers are responsible for:

- ensuring employment equity considerations form an integral part of directorate business planning;
- ensuring equal access to employment opportunities;
- fostering an inclusive, supportive and enabling work environment within their scope of responsibility;
- supporting and encouraging employees to participate in employment equity and diversity related training and events; and
- developing and implementing, with the assistance of Human Resource Advisors, employment equity considerations in their human resource plans as part of the directorate business planning process.

3.8 Employees

Employees are responsible for:

- treating colleagues fairly and respectfully;
- participating in employment equity and related training and events;
- completing the self-identification questionnaire, on a voluntary basis.

4.0 REFERENCES

The Senate Administration Policy on Accommodation (currently in development)
The Senate Administration Policy on Alternative Work Arrangements
The Senate Administration Policy on Learning, Training and Development
The Senate Administration Staffing and Recruitment Policy
The Senate Policy on the Prevention and Resolution of Harassment in the Workplace

APPENDIX B – LIST OF WITNESSES

March 1, 2017

The Senate of Canada:

Luc Presseau, Director, Human Resources Directorate

March 29, 2017

Public Service Commission of Canada:

Tim Pettipas, Acting Senior Vice-President

Robert McSheffrey, Director General, Personnel Psychology Centre

Geoff Zerr, Acting Director General, Policy Development Directorate

Nathalie Roy, Director, Data Services and Analysis Directorate

May 3, 2017

The Senate of Canada:

Greg Peters, Usher of the Black Rod

Julien Labrosse, Officer, Administrative, Ceremonial and Protocol, Office of the Usher of the Black Rod

Angela Vanikiotis, Manager, Human Resources Operations, Diversity and Official Languages

Treasury Board of Canada Secretariat:

Carl Trottier, Assistant Deputy Minister, Governance, Planning and Policy Sector

Margaret Van Amelsvoort-Thoms, Executive Director, People Management and Community Engagement, Governance, Planning and Policy Sector, Office of the Chief Human Resources Officer

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